

(Billion yen)*1	FY2019		FY2020		FY2019		FY2020			FY2019				FY2020		
	Annual	Annual 11/12E	1H	2H	1H 11/12E	YoY (%)	2H 11/12E	1Q	2Q	3Q	4Q	1Q	2Q	YoY (%)		
Yen/USD	109	106	109	109	107	▲ 1.6%	105	111	107	109	110	108	106	▲ 1.1%		
Yen/EURO	121	123	122	120	121	▲ 1.1%	125	124	120	120	121	118	123	+2.6%		
Net Sales																
Watches	138.3	93.0	71.1	67.2	36.9	▲ 48.1%	56.0	33.0	38.1	45.0	22.1	11.4	25.4	▲ 33.3%		
Others	3.2	3.0	1.2	2.0	1.1	▲ 4.0%	1.8	0.5	0.7	0.9	1.1	0.5	0.6	▲ 12.9%		
Watches	141.6	96.0	72.3	69.2	38.1	▲ 47.3%	57.8	33.5	38.8	45.9	23.2	12.0	26.0	▲ 32.9%		
Machine Tools	58.5	44.0	30.8	27.6	20.7	▲ 32.8%	23.2	15.7	15.0	14.3	13.3	10.0	10.6	▲ 29.5%		
Precision machining components	17.2	15.2	8.9	8.3	6.5	▲ 27.2%	8.7	4.5	4.3	4.4	3.8	2.5	3.9	▲ 10.5%		
Opto devices	24.4	14.4	13.3	11.1	7.7	▲ 42.0%	6.6	6.5	6.7	6.3	4.7	4.4	3.2	▲ 52.2%		
Other parts	14.2	14.7	7.0	7.1	7.1	+0.1%	7.6	3.4	3.6	3.7	3.4	3.3	3.7	+1.9%		
Devices and Components	55.9	44.5	29.3	26.5	21.3	▲ 27.3%	23.1	14.5	14.8	14.5	11.9	10.4	10.8	▲ 26.5%		
Electronic Products	16.8	15.2	8.8	8.0	7.6	▲ 13.2%	7.6	4.5	4.2	4.2	3.7	3.6	4.0	▲ 6.0%		
Others	5.5	2.2	2.9	2.5	1.1	▲ 61.6%	1.0	1.5	1.4	1.3	1.1	0.6	0.5	▲ 64.8%		
Electronic and other products	22.4	17.5	11.8	10.6	8.8	▲ 25.5%	8.6	6.0	5.7	5.6	4.9	4.2	4.5	▲ 20.9%		
Total	278.5	202.0	144.4	134.1	88.9	▲ 38.4%	113.0	69.9	74.5	80.5	53.5	36.8	52.1	▲ 30.0%		
Operating profit																
Watches	3.9	▲ 9.5	3.4	0.4	▲ 5.3	-	▲ 4.1	0.6	2.7	4.8	▲ 4.3	▲ 3.8	▲ 1.5	-		
Machine Tools	7.2	1.1	4.5	2.6	0.5	▲ 87.0%	0.5	2.6	1.9	1.6	1.0	0.3	0.2	▲ 88.7%		
Devices and Components	0.9	▲ 1.3	0.7	0.1	▲ 1.0	-	▲ 0.2	0.3	0.4	0.5	▲ 0.3	▲ 0.7	▲ 0.3	-		
Electronic and other products	▲ 0.2	0.0	0.0	▲ 0.2	▲ 0.1	-	0.1	0.0	▲ 0.0	▲ 0.0	▲ 0.0	▲ 3.0	0.1	-		
Eliminations and general corporate	▲ 5.7	▲ 4.3	▲ 3.1	▲ 2.6	▲ 2.1	-	▲ 2.1	▲ 1.9	▲ 1.1	▲ 1.4	▲ 1.1	▲ 1.1	▲ 1.0	-		
Total	6.1	▲ 14.0	5.7	0.4	▲ 8.2	-	▲ 5.7	1.8	3.9	5.4	▲ 5.0	▲ 5.6	▲ 2.6	-		
Operating Margin																
Watches	2.8%	▲ 9.9%	4.8%	0.7%	▲ 14.1%	-	▲ 7.1%	2.0%	7.1%	10.5%	▲ 18.7%	▲ 31.8%	▲ 6.0%	-		
Machine Tools	12.4%	2.5%	14.8%	9.7%	2.9%	-	2.2%	16.7%	12.8%	11.6%	7.8%	3.7%	2.1%	-		
Devices and Components	1.7%	▲ 2.9%	2.6%	0.7%	▲ 5.1%	-	▲ 0.9%	2.4%	2.8%	3.7%	▲ 3.0%	▲ 7.3%	▲ 3.0%	-		
Electronic and other products	▲ 1.0%	0.0%	0.6%	▲ 2.6%	▲ 2.1%	-	2.1%	1.2%	▲ 0.1%	▲ 0.9%	▲ 4.6%	▲ 7.2%	2.7%	-		
Total	2.2%	▲ 6.9%	4.0%	0.3%	▲ 9.3%	-	▲ 5.1%	2.6%	5.2%	6.8%	▲ 9.5%	▲ 15.3%	▲ 5.0%	-		
Other Indicators																
Ordinary profit	7.5	▲ 10.0	5.8	1.6	▲ 6.1	-	▲ 3.8	2.0	3.8	6.5	▲ 4.8	▲ 4.9	▲ 1.2	-		
Profit attributable to owners of parent	▲ 16.6	▲ 30.0	3.5	▲ 20.2	▲ 21.5	-	▲ 8.4	0.9	2.6	3.4	▲ 23.6	▲ 6.7	▲ 14.7	-		
Capital expenditures	21.1	14.5	9.6	11.5	5.0	▲ 47.7%	9.4	4.9	4.6	6.3	5.1	2.6	2.3	▲ 49.4%		
Depreciation	15.4	12.0	7.3	8.1	5.7	▲ 21.2%	6.2	3.6	3.7	3.9	4.1	2.8	2.9	▲ 21.7%		
R&D expenses	6.1	6.0	3.0	3.0	2.8	▲ 9.3%	3.1	1.7	1.3	1.4	1.6	1.4	1.3	▲ 4.3%		
Advertising expenses	18.1	13.0	9.3	8.7	4.4	▲ 52.7%	8.5	-	-	-	-	-	-	-		
①Cash and cash equivalents	80.1		71.3	80.1	99.6			80.9	71.3	72.3	80.1	70.8	99.6			
②Interest-bearing debt	55.1		52.4	55.1	89.2			51.2	52.4	51.7	55.1	53.9	89.2			
Net cash(①-②)	25.0		18.9	25.0	10.4			29.7	18.9	20.5	25.0	16.9	10.4			
Cash flow from operating activities	17.3		4.5	12.7	▲ 7.8			5.6	▲ 1.0	5.5	7.2	▲ 4.7	▲ 3.1			
Cash flow from investing activities	▲ 15.4		▲ 13.4	▲ 2.0	▲ 6.4			▲ 6.7	▲ 6.7	▲ 1.3	▲ 0.7	▲ 3.1	▲ 3.2			
Free cash flow	1.8		▲ 8.8	10.7	▲ 14.3			▲ 1.1	▲ 7.7	4.2	6.5	▲ 7.8	▲ 6.4			
Cash flow from financing activities	▲ 7.0		▲ 5.6	▲ 1.3	33.3			▲ 4.6	▲ 1.0	▲ 4.5	3.1	▲ 1.3	34.7			
Cash and cash equivalents at end of term	77.9		68.6	77.9	97.6			78.0	68.6	69.7	77.9	68.6	97.6			
Outstanding shares at end of term *2	314,353		314,353	314,353	314,353			320,353	314,353	314,353	314,353	314,354	314,353			
Number of treasury stock *2	1,714		1,712	1,714	1,713			4,719	1,712	1,713	1,714	1,715	1,713			
Excluding treasury stock *2	312,639		312,641	312,639	312,640			315,634	312,641	312,640	312,639	312,639	312,640			
Inventories	101.1		106.3	101.1	101.6			103.5	106.3	103.6	101.1	108.5	101.6			
Total Assets	369.5		399.8	369.5	369.1			408.3	399.8	406.1	369.5	358.7	369.1			
ROA (Return On Assets) *3	▲ 4.3%															
Shareholders' Equity	221.7		249.9	221.7	200.6			250.4	249.9	253.9	221.7	214.3	200.6			
Shareholders' Equity Ratio	60.0%		62.5%	60.0%	54.3%			61.3%	62.5%	62.5%	60.0%	59.8%	54.3%			
ROE (Return On Equity) *4	▲ 7.0%															
Number of group employees (person) *5	19,593		20,596	19,593	17,753			20,677	20,596	20,201	19,593	18,532	17,753			
Japan	8,474		8,699	8,474	7,838			8,693	8,699	8,597	8,474	8,397	7,838			
Overseas	11,119		11,897	11,119	9,915			11,984	11,897	11,604	11,119	10,135	9,915			

*1 All figures which are less than 1 billion yen have been rounded down.

*2 Thousand shares

*3 ROA = "Profit attributable to owners of parent" / "Total Assets"

*4 ROE = "Profit attributable to owners of parent" / "Shareholders' Equity"

*5 Includes temporary employees